

## **Budget Policies**

FY10 -- 1) The Select Board supports regionalization, reorganization and reassigning services outside of the general fund when such initiatives would reduce costs and realize efficiencies.

**FY11:** Keep, and amend to read: “**EXPENSE REDUCTION:** The Select Board **continues to support...**”

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FY10 – 2) The Select Board supports the pursuit of new revenue through expanded arrangements with the University and Colleges and through new and increased fees. We also support actively pursuing economic development, and legislation for the local option meals and lodging taxes, and the telecommunications bill.

**FY11:** Keep, and amend to read: “**NEW REVENUE:** The Select Board **continues to support...**” And: “We also continue to support actively pursuing...” with a period after development, and striking the end of the sentence.

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FY10 – 3) The Select Board supports careful consideration of the capital budget for reasonable reductions, deferrals and use of Community Preservation Act funds for capital expenditures where possible. We emphasize the need to demonstrate that deferral of capital spending not result in increased future costs. When considering equipment expenditures, we support looking for ways to combine resources with other towns to see if equipment can be shared. We also support bonding or borrowing for large capital expenditures that will benefit the Town for many years

**FY11:** Rewrite: “**CAPITAL:** The Select Board continues to support funding capital investments by means other than the capital budget where possible, including through the use of Community Preservation Act funds, through shared purchasing and ownership with other towns or entities, and through bonding or borrowing for large long-term projects.

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FY10 – 4) The Select Board opposes the use of Town reserves, except as a last resort.

**FY11:** Rewrite: The Select Board opposes reserve use to fund ongoing expenses. We support careful and strategic reserve use as a bridge to either anticipated revenue or a planned expense reduction.

## **Dept. Head Questions**

FY10 -- 1. Briefly describe your department's recent accomplishments and the negative or positive effects of budget increases/decreases on services/programs over the past three years (FY 07, FY 08, and FY 09).

**FY11:** Eliminate this Q. A Q about FY10 budget reduction impacts may be useful later in the fiscal year, but it is worth waiting until more time has passed to gauge those impacts.

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FY10 -- 2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position been vacant, and the expectations for those positions going forward? (e.g., currently advertising, expect to cut, etc.)

**FY11** – Eliminate this Q.

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FY10 -- 3. List any grant-funded positions or programs that are at risk if town funding decreases or is not available.

**FY11** – Eliminate this Q

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FY10 -- 4. List any increased fees, whether the increase has covered what it was hoped to cover, and whether the increase has decreased participation. Also list any new or increased fees that could be considered given MA law limitations.

**FY11** – Eliminate this Q. Like #1, may be useful to ask later in fiscal year.

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FY10 -- 5. List all the Town Manager-appointed and Select Board-appointed committees/boards you provide support for, and the approximate number of meetings per month and hours per month spent on committee/board support.

**FY11** – Eliminate this Q. We have the info from last year, and we know of the new committees that have been added since then (SOS, Puffers Pond 20/20)

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FY10 -- 6. List any functions currently performed by volunteers that sometimes need to be covered by paid staff, and conversely, paid staff functions that might be covered by volunteers.

**FY11** – Eliminate this Q. Might also be worth asking later in the year.

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FY10 -- 7. List three cuts in FY 10 services that would least affect your core functions (note: these cuts can include services to other departments or town functions in addition to services the public sees).

**FY11** – Different concept, but also addressing core functions. Could be asked of some departments, perhaps Health, Senior Center, Community Development, Conservation, Planning: Are any of your Department's functions mandated by State or Federal law? If so, what are they?

Other departments – perhaps Police, Fire, Town Clerk, other: What non-required/non-mandated services and programs does your department provide?

Together the two Qs would help illustrate what would be kept and lost if Town services were pared back further. Could inform a possible budget policy to that effect.

Also: Targeted Qs to specific Depts:

Planning: Please describe what the different staff members in the Planning Department do. Are the staffing levels and responsibilities really different than in other communities, and if so, why? If not, why might that be a common misperception?

Conservation: Please describe the labor and resource needs related to conservation land: acquisition, maintenance, etc.

Others?

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FY10 -- 8. List at least one area where efficiency might be improved for FY 10.

**FY11** – Eliminate this Q.